



Directors Board Meeting No: 28

14th September 2021

17:00 – 20:00 hrs

(Including AGM 18:50- 19:00 hrs)

VENUE

Microsoft Teams Platform

AGENDA

1.	17.00	Welcome, Apologies and Declarations of Interest (Directors are asked to note the Declaration of Interest Register) Apologies:
2.	17.05	Minutes To approve <ul style="list-style-type: none"> • Minutes of Board Meeting 27 (June 2021) To note <ul style="list-style-type: none"> • Finance and Audit Committee minutes (June 2021) • Nominations and Personnel Committee minutes (May 2021)
Items for Decision/Information – Confidential Papers for approval as detailed Committee/Sub-Group recommendation (Exempt Information¹)		
3.	17.10	Corporate Governance (LD) ¹ <ul style="list-style-type: none"> a. Board Appointments b. Approval of revised Articles and By-Laws c. Approval of revised Local Assurance Framework d. Approval of updated strategic risk register
4.	17.20	Financial Updates (LD/NT) ¹ <ul style="list-style-type: none"> a. Approval of Audited Financial Statements 2020/21 b. Q1 2020/21 Outturn c. Approval of bank mandate changes d. Update on revolving loan facility agreement e. Operational Budget Planning
5.	17.35	Capital Programme Updates (LB) ¹
6.	17.40	Programme Sub-Group Update Presentation (PRS) ¹
7.	17.50	LEP Review and Ox-Cam Arc Update (NT/JL) ¹ <ul style="list-style-type: none"> • LEP Review Progress • Growth Body Relationship
Public Invited to Join the Meeting – 18.50		

AGM 18.50 – 19:00 : See separate Agenda and Resolutions (As Published)

Board Meeting - Items for Decision/Information

8.	19:00	Questions from the public arising from the Agenda (Max 3 mins per question – notified in advance in writing)
9.	19.20	Economic Recovery Plan – Progress Update (AG)
10.	19.35	Business Investment Fund (BIF) Update Presentation (RB/WH)
11.	19.50	Chief Executives Report (NT) <ul style="list-style-type: none"> • Annex 1 Communications Update • Annex 2 OxLEP Corporate Plan • Annex 3 Government/Government Departmental Updates
12.	20:00	Meeting Closes

Dates of future meetings*:

- **14th December 2021**
- **8th March 2022**

* On Microsoft Teams unless otherwise stated



Subject: Oxfordshire Economic Recovery Plan – Progress Update	
Author: Ahmed Goga Tel: 07393 001076 Email: ahmed.goga@oxfordshirelep.com	BOARD BRIEFING Date of Board meeting: 14/09/21 Agenda Item no: 09
Oxfordshire Local Enterprise Partnership: OxLEP Ltd, First Floor, Jericho Building, Activate Learning – City of Oxford College, Oxpens Road, Oxford, OX1 1SA	

Summary

This paper provides the Board with an update on the progress of the Oxfordshire Economic Recovery Plan, overseen by the Economic Recovery Task Group – details of how individual themes and projects are performing are set out under the Monitoring Plan in Appendix One.

The paper also provides an update on the headline performance of Oxfordshire economy as it emerges from the challenges of the COVID-19 pandemic. It also identifies the need to continue to undertake an Oxfordshire ‘system-wide’ approach to recovery, and co-ordinate resources and effort in order to maximise investment to support local communities and businesses to recover and thrive.

Recommendation

That the Board:

- **notes the progress being made in delivering the Economic Recovery Plan (as set out in Appendix One) and the key issues facing the economy; and**
- **endorses the need for continued whole-system responses in concert with Oxfordshire authorities, through the Economic Task Group, to the economic challenges faced in Oxfordshire and the co-ordination of resources across partners to drive delivery and secure further investment to support businesses and local communities**

1. Background

The Oxfordshire Economic Recovery Plan (ERP) is part of an Oxfordshire ‘whole-system’ approach to tackling the impact of COVID-19 in the county. It sits alongside other plans and emergency response measures introduced by Oxfordshire partners to support residents, businesses and communities recover and adapt to the pandemic.

The ERP is led by OxLEP on behalf of Oxfordshire partners and is overseen by an Economic Recovery Task Group comprising chief officers from each of Oxfordshire’s six local councils, alongside senior representatives from both Universities, the Growth Board and the Government’s Cities & Local Growth Unit. The Task Group also draws on specific knowledge of the county’s

Destination Management Organisations (DMOs), Experience Oxfordshire and Cotswold DMO, to provide insight on the visitor economy which supports over 40,000 jobs and contributes £2.4bn each year to the Oxfordshire economy.

The ERP was prepared during 2020 in response to the pandemic and comprises a range of interventions to support the Oxfordshire economy. It includes projects where:

- a. funding is already secured by partners and is being flexed, where possible and within the parameters of each project, to respond to the changing needs of the economy;
- b. specific response funding is available and being drawn down from Government to support recovery activity or be accelerated to deliver economic support, in line with the priorities set out under the ERP; and
- c. there is a clear economic need and has been highlighted by the baseline assessment as a priority but funding has yet to be secured

The ERP is informed by a comprehensive economic baseline assessment of the Oxfordshire economy prepared by Cambridge Econometrics and Steer Economics which includes district level analysis, business and sector trends and short, medium and long term forecasts for recovery. It was undertaken in autumn 2020, with a further update of economic trends published in April 2021. The data has been used across Oxfordshire partners to support local and countywide planning and has also informed work on both the Oxfordshire Plan 2050 and Oxfordshire Infrastructure Strategy refresh, to ensure a consistent approach and understanding of the county's economy.

Alongside briefings to the Board, the Oxfordshire Growth Board and Scrutiny Panel has received regular updates from the Task Group as the ERP was developed. In addition to this, member briefings have also been undertaken with individual Oxfordshire councils.

The full ERP and supporting economic baseline documents can be accessed via the OxLEP website at [Publications | OxLEP \(oxfordshirelep.com\)](#)

2. ERP – Key Developments

A range of projects across the ERP are in delivery and making a positive impact on the ground to help local businesses and communities recover from the impact of the pandemic, across each of the themes under the plan – *Reskilling People; Resilient Business; Reviving Places; and Rebuilding Connectivity*. Appendix One provides a high level update on the progress of projects to date and will continue to be refreshed on a quarterly basis, as part of the Task Group's work including evaluation and impact assessment of grants and support measures introduced at the start of the response phase.

Additionally, partners continue to seek to secure further investment from budgets and funds which have been released by Government in recent months, to support economic recovery in Oxfordshire.

OxLEP has secured investment of c£750,000 from the ESF National Reserve Fund to support skills development within small businesses focusing on increasing opportunities for promoting apprenticeship pathways and investing in 'Green Skills'. It is anticipated that delivery will formally commence in October.

The County Council has co-ordinated a package of five projects with local groups worth c£2m for submission under the pilot Community Renewal Fund (CRF) to assist employment creation, community regeneration and energy advice to businesses across Oxfordshire. Alongside this, Oxfordshire's councils have individually submitted projects, in consultation with local MPs, worth a total of £45m under the Government's new Levelling Up Fund to support a range of local public realm, infrastructure and regeneration projects. We expect to hear the outcome of both the LUF and CRF bids by late September, at the latest.

Regardless of the outcome of these bids, a number of key projects within the ERP which have been developed and are ready for delivery, particularly to support skills development and retraining for young people, town centre renaissance initiatives and support for rebuilding the visitor economy and helping small businesses in supply chains to transition towards net zero, remain unfunded despite the urgency of need for these initiatives. It is imperative that Oxfordshire partners continue to work collaboratively as a 'whole-system' to co-ordinate and maximise the deployment funds which have been secured within the county to move these areas forward at pace.

3. Economic Recovery – Key Headlines

The updated baseline assessment highlighted that, whilst it will experience a short but focused contraction, the Oxfordshire economy has, on the whole, been resilient to the challenges created by the pandemic. The county's diverse business base and technology sectors have adapted to the main shocks created. However, there are areas which have been exposed: most notably the visitor economy and areas of the labour market which have been vulnerable to furlough or redundancies, and for young people entering into employment.

Unemployment

The latest monthly unemployment claimant count data (for June 2021) shows that Oxfordshire's unemployment rate is 4.3% (14,645) but remains lower than the national rate of 7.4%. A third of all claimants in the county are resident in Oxford City, with approximately 24% located in Cherwell – this remains in line with the projections set out in the baseline assessment.

Job Retention Scheme (Furlough)

The JRS will be withdrawn by the end of September, with payments to employers beginning to taper from June. As of 31 May, there were 23,200 people still on furlough in Oxfordshire which is a rate of 7% and broadly in line with the national trends – c48% of the cohort are women and 52% men.

The main employment sectors with staff on furlough in Oxfordshire were:

- Accommodation and food services (22.76%)
- Wholesale and retail (14.08%)
- Administration and support services (9.16%)
- Manufacturing (8.2%)
- Professional, scientific and technical (7.78%)
- Education (7.78%)
- Transportation and storage (7%)

Young People

The pandemic has had a major impact on the ability of young people to enter and participate in the labour market. 16-24 year olds account for approximately 20% of all claimants in the County; the number of young people not in employment, education or training (NEET) in May was nearly 300, which is significantly higher than 12 month ago.

Latest data indicates a reduction of 17% in those starting an apprenticeship, compared to the same time last year with major falls in arts, culture and creative areas in particular. However, there is encouraging evidence of some growth in some parts of the visitor economy and also in health and care. Opportunities in science remain much lower and this needs to be a key focus moving forward, encouraging more of our technology sectors to create pathways into apprenticeships and for young people to access these opportunities.

The Visitor Economy

The Visitor Economy, comprising retail, tourism, leisure, arts, culture and heritage, is a vital component of our economy. It supports over 40,000 jobs and is the largest employer of women, provides vital employment and apprenticeship opportunities for young people, offer flexible employment which is critical for working families and also offers important routes back into work for people seeking to return to employment having had long term health matters.

The sector has been the hardest hit by the pandemic and is beginning the process of resetting itself and recovering with great caution, amid real concerns for the future. Intelligence from both the county's main DMOs report a mixed picture.

Anecdotal feedback from hotels in Oxford City and across the county indicates that weekend leisure bookings are currently strong – driven by discounted prices through the usual discounted ticket agencies. Occupancy levels at the weekends have been around 70%, with most being single night stays booked at the last minute. These are all from the domestic market, with up to 30% coming from London. However, business travellers and commercial group bookings are few and far between, and mid-week occupancy levels have been typically 20-25%. Similarly, due to the continued restrictions on travel, there are precious few international travellers or language students visiting the county.

The reliance on domestic and localised markets has had a major impact on overall visitor spend, which is well down, with the perception of Oxford as a day trip destination. This has significant implications for the rate of recovery and the ability of businesses to build back market share and employment. Whilst the relaxation of restrictions is expected to increase visitor numbers, there continues to be concern among the general population regarding public health safety in enclosed and populated areas. Covid secure measures have been retained in most restaurants and pubs to provide a safe-feel environment for customers and staff alike but this does impact on turnover and ultimately profitability, though many restaurants do report increased spend per head.

Crucially, there is evidence of a vicious cycle emerging in the sector impacted by reported recruitment issues. Furloughed staff are looking for alternative careers and not choosing to return whilst EU citizens chose not to stay in the UK during the pandemic and have reassessed their priorities, in light of post-BREXIT arrangements. This has resulted in businesses unable to increase service offerings due to a lack of staff and, thereby, operating at reduced capacity.

There have been some areas of the sector which are enjoying strong growth throughout the late spring and summer and into early autumn in the Cotswolds and other areas including self-catering, camping/glamping sites and outdoor-based 'family fun' activities and gardens. Many

businesses have recognised the criticality of transitioning to, and having, a strong digital presence and investing in online pre-booking systems to build closer customer relationships, capture data for improved marketing and promotion and managing visitor flows and guest experience.

By contrast, indoor venues and destinations and those businesses over-dependent on overseas visitors, business travellers group based bookings continue to struggle.

The Christmas season has increased importance to the sector this year, if it is to preserve some of the uptick in revenues over recent months. However, despite the increase in the 'staycation' market, and evidence that many people have money to spend and are keen to spend it, the sector anticipates that it is unlikely that any real recovery in numbers and turnover will be experienced until the second half of 2022. This will be further pressured with the return to VAT for all hospitality businesses to 20%, from April 2022.

In light of the precariousness with which the sector still finds itself in, and the multi-faceted long term nature of the challenges it faces, it is essential that support for the visitor economy sector is strategically sustained. Oxfordshire partners need to pursue a whole-system approach, working with the private sector, transport providers and other key strategic stakeholders to maximise resources to businesses where it is needed most, and avoid unnecessary duplication and confusion in the marketplace to help rebuild the sector and opportunities for local residents to secure long term employment.

4. Next Steps

Recent economic data shows that there remain key areas within the economy where there is a need to continue to focus limited resources in a co-ordinated way, in order to maximise support where it is needed most. Progress is being made in the delivery of the ERP with a number of projects making a positive impact on the ground. However, a number of key areas within the plan, particularly to support skills development and assist small businesses, which are positioned to commence delivery but still require resourcing to move forward. Work at a system-level will be key to being able to get these up and running and deliver at pace.

There are number of grants and funds which have been channelled into Oxfordshire to support the county respond and recover from the impacts of the pandemic. It is essential that Oxfordshire partners continue to adopt a system-wide approach to deploying resources and ensure that these are channelled to support agreed priorities , with investment at the appropriate scale to mitigate duplication and confusion for end beneficiaries whilst also addressing need on the ground.

RAG Status Key	Project is on track	Project has minor issues and/or delays	Project has significant issues and/or delays
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LGF – Local Growth Fund; ESF – European Social Fund; OC – Oxford City Council; GBF – Getting Building Fund; OCC – Oxfordshire County Council; UKG – UK Government; ERP Theme: 1 – Existing Activities; 2 – Response Measures; 3 – Early Wins; 4 – Target Proposals; Y/N – Funded or not; C/R – Capital / Revenue; Cells highlighted in YELLOW are project ready and are AWAITING funding investment to commence delivery.

ITEM 09 Appendix One - Economic Recovery Plan Progress Update

Reskilling: People

Funded Y/N Cap / Rev	ERP Theme	Funding Stream Project Title Lead Partner	Recovery Impact / How is the project responding to ERP objectives	High level - Recovery milestones - Recovery outputs / outcomes	2021-2022 Progress report and achievements	RAG																				
Y/C	1	LGF Activate Learning Care Suite Activate Learning	<p>An existing LGF college facility completed in 2016 that is aligned with the ERP objectives. The project is facilitating L3 and up qualifications concentrating on adult health and social care training, which is a key area of need in recovery due to clear skills shortages.</p> <p>Nationally, Health is one of the sectors that is causing real concern, partially due to longstanding labour shortages in the Health and Social Care Sectors. The development of the Care Suite in partnership with the NHS helped to fill the skills gaps and prepare young people and adults to learn the skills the NHS needs.</p> <p>Students who trained in the college' Care Suite are exposed to real life scenarios which help to prepare them for real work and accelerate their development in the workplace. The Care Suite has also supported NHS trusts by helping international nurses to prepare for their OSCE test and helped to speed-up the process of back filling the Health skills gaps.</p>	<p>The Care Suite usage was limited due to the Covid pandemic. One of the major impacts of not using the Care Suite was that some students were deprived of practical learning opportunities. Students have different learning styles, and some students perform much better in practical settings compared to theory sessions. Teaching had to shift from face-to-face to online teaching and learning at short notice. Students' engagement with online learning varied, but in general it was very positive. Some students enjoyed online breakout rooms and the opportunity to discuss their learning in small groups. Learners commented that they had better access to their teachers, as they could e-mail them questions and get quick responses. Learners had also commented on the support they received not only from their teachers but from fellow peers. Students used the online facilities to motivate each other academically and socially.</p>	<p>Achievement in 2020/21 September 2020- June 2021 239 learners are currently benefiting from accessing the Care Skills. All HSC learners are timetabled 2hrs per week.</p> <p>HSC Oxford</p> <table> <tr><td>HSC L1</td><td>25</td></tr> <tr><td>HSC L2</td><td>44</td></tr> <tr><td>HSC L3Y1</td><td>43</td></tr> <tr><td>HSC L3 Y2</td><td>27</td></tr> </table> <p>Early Years Oxford</p> <table> <tr><td>Level 2</td><td>12</td></tr> <tr><td>L3 Y1</td><td>19</td></tr> <tr><td>L3 Y2</td><td>15</td></tr> </table> <p>HSC Banbury</p> <table> <tr><td>HSC L2</td><td>18</td></tr> <tr><td>HSC L3Y1</td><td>24</td></tr> <tr><td>HSC L3 Y2</td><td>12</td></tr> </table>	HSC L1	25	HSC L2	44	HSC L3Y1	43	HSC L3 Y2	27	Level 2	12	L3 Y1	19	L3 Y2	15	HSC L2	18	HSC L3Y1	24	HSC L3 Y2	12	
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Y/C		LGF Advanced Digital and Science Centre The Henley College	<p>An existing LGF set of college hubs completed in 2020 that is aligned with the ERP objectives. The project will facilitate L3 and up qualifications concentrating on key sectors such as digital skills, engineering and applied life sciences which will provide young people with clear pathways to develop skills in areas of demand.</p>	<p>The facilities developed are of exceptionally good standard, but due to the pandemic situation existing students have not had the full benefit of use and prospective students have only recently seen the facilities, although some access on-line was possible. The College now has capacity to increase student intake in all STEM areas and application numbers are buoyant for 21-22.</p>	<p>Student applications are up significantly for the first time in several years, with facilities playing a significant role in attracting students. The College is on track to deliver the additional 100 learners in STEM subject areas earlier than the planned 2024/25 academic year. The College will be able to provide evidence of the first phase in September 21, following the current recruitment phase.</p>																					

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Y/C	LGF Advanced Engineering & Technology Skills Centre , Abingdon & Witney College	An existing LGF college centre completed in 2017 that is aligned with the ERP objectives. The project is facilitating predominantly L3 and up qualifications concentrating on local, regional and national skills shortages in STEM subjects.	Reduced enrolments for 20/21 due to COVID. College marketing all courses heavily to increase learners 21/22.	Advanced Skills Centre formally opened on 20 April 2018. 46 new learners in 2020/21 3.3 jobs created to date.	
Y/C	LGF AgriTech Skills Innovation Centre Abingdon & Witney College	An existing LGF college centre completed in 2018 that is aligned with the ERP objectives. The project is facilitating full and part time qualifications concentrating on green recovery and opportunities for retraining high tech skills in the sustainable agriculture, food production and precision farming agenda.	Reduced enrolments for 20/21 due to COVID. College marketing all courses heavily to increase learners 21/22.	AgriTech Building formally opened 17 May 2019 62 New learners in 2020/21 1.7 jobs created to date	
Y/C	LGF City Centre Hospitality Training Activate Learning	An existing LGF college centre due to be completed summer 2021 that is aligned with the ERP objectives. The project will facilitate L2 and above qualifications concentrating on the hospitality sector which was very affected by the pandemic. During the course of the development, Activate Learning has extended the scope of the refurbishment at its own cost to add value to the overall project.	Completion of new hospitality training centre during September 2021 for a new student intake and support the recovery of the visitor economy in Oxford city and the wider county Commence delivery of hospitality qualification outcomes in line with the original LGF plan during 2021/22 academic year. However, the impact of the ongoing pandemic on employment opportunities for the hospitality sector and young people's choice of programmes to study, will mean that achievement against project outcomes is expected to be backend loaded during the 4-year monitoring period. Work with local hospitality businesses to support development of new staff, including apprentices who can be trained at the centre Use the venue for "masterclasses" for those employed in the sector but with relatively low skills requiring short/sharp interventions Provide access to school pupils to raise the profile of the hospitality sector and training opportunities available.	Building works proceeding in line with revised timings caused by unexpected structural issues and asbestos during the build process Due to be completed and handed over to faculty during September 2021 Formal opening currently provisionally planned for 4 November 2021 with Heston Blumenthal whose team at The Fat Duck Group has supported the redevelopment of the hospitality curriculum during 2020/21 Having a brand-new facility and expected return to on campus open events from autumn 2021 will help to drive new student recruitment in hospitality for Sept 2022 and beyond.	

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Y/C	LGF Construction Skills Academy, Abingdon & Witney College	An existing LGF college centre completed in early 2021 that is aligned with the ERP objectives. The project will facilitate apprenticeship and full-time students studying L1 and up qualifications concentrating on skilled construction qualifications.	Employers reluctant to employ Apprentices during pandemic has slowed down student recruitment. Employer engagement increased and new Business Development Executive recruited to increase employer engagement.	Bicester building work complete 61 apprentices started, 19 recruited to start in September 6.0 jobs created	
Y/C	LGF Oxford Centre for Technology and Innovation, Activate Learning	An existing LGF college centre completed in 2016 that is aligned with the ERP objectives. The project is facilitating L3 and up qualifications concentrating on local, regional and national skills shortages in STEM subjects.	As well as continuing to focus on the skills priorities and target groups in the original LGF project, we have also begun to run 'SSU' courses (Skills for Supporting the Unemployed) at the Oxford Centre for Technology and Innovation aimed at re-skilling adult learners with a particular focus on those who have been impacted by the Covid-19 Pandemic. Our flexible space and variety of workshops has allowed us to focus these initial courses on Construction Trades and on specific skills areas like 'block and brick'. Another outcome of the pandemic was the classification of cycle technicians as key workers and the national shortfall of both technicians and actual cycles themselves throughout the pandemic. As well as continuing to run our Cytech Cycles Courses we have also prioritised running courses for the unemployed on a similar basis as the Construction Trades courses above. We have prioritised getting these programmes off the ground as quickly as possible and for the next academic year 2021/22 we plan to increase the scale & variety of programmes like this which aim to support the ERP.	We continue to see increased interest and applications in programmes at the Oxford Centre for Technology and Innovation. Last year (2020/21), despite the pandemic, restrictions to learning and the disruption to learning of lockdowns, we still saw an increase in student applications. This year (2021/22) we are continuing to see an increase in student applications. The quality of student work has been of a high standard this year. We were pleased to be able to continue our co-created and employer-endorsed Engineering Competition (The Craftsman's Cup) in collaboration with REME (Royal Electrical and Mechanical Engineers) and were particularly proud the trophy returned to Blackbird Leys for the second time in 3 years. Planning for our Digital IOT (Institute of Technology) continues with a refurb in Reading and a Sept 2021 launch will be followed by significant new build capital investment at the Oxford Centre for Innovation and Skills. This digital priority and investment will complement the existing Engineering and Construction focus of the centre in Blackbird Leys and ensure our Technology offer is current as we continue to grow and improve.	

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Y/R	<p>ESF Skills Support for the Unemployed Activate Learning</p>	<p>Hospitality courses are back on the timetable to support the visitor economy recovery. We are aware of lots of job opportunities within this sector and will support the unemployed to fill them. Project participants are encouraged to progress with their studies and build on their skills to support their employment. Working closely with Oxfordshire JCP's we are reacting quickly to local market needs and providing SWAP's to support recruitment. Extra support is being given to those at opposite ends of the working age scale 18-24 and 50+ to fill their skills gaps and find employment.</p> <p>We have a heavy focus on digital skills and offering basic IT skills for the first time user through to more advance Microsoft Office All of our courses were able to be moved to online delivery this ensured we were able to support our learners throughout the pandemic to continue on their upskilling journey. Some courses are now back to face to face delivery in classrooms but others will remain online.</p>	<p>All of our courses were able to be moved to online delivery this ensured we were able to support our learners throughout the pandemic to continue on their upskilling journey. Some courses are now back to face to face delivery in classrooms but others will remain online.</p>	<p>418 students delivered to, 38 have progressed into employment and 3 into further education (20 in the pipeline to claim in the next few months). Sub contractors have completed their work with us. Courses were all delivered online during COVID, this worked well we will continue in part with this delivery as it allows flexibility for our students. Some courses will return to the classroom where they are best placed to be and also to support those without access to technology. We have a wide range of courses to ensure upskilling for all sectors and are working closely with employers to ensure delivery supports future employment. Numbers of students did drop during the lockdown period but we are starting to see these increase as lockdown restrictions ease.</p>	
Y/R	<p>ESF Skills Support for the Workplace Activate Learning</p>	<p>Work is underway to see how we can support the Oxfordshire Visitor Economy as they look to recruit and start their businesses back up. Training courses for new starters will be available along with management and team leader qualifications for existing staff looking to progress.</p> <p>Strand 2 of the programme allows us to support those at risk of or have been made redundant. With the furlough scheme coming to an end in September we will be ready to support organisations in this position to provide training and upskilling for those seeking new employment.</p>	<p>All of our courses were able to be moved to online delivery this ensured we were able to support our learners throughout the pandemic to continue on their upskilling journey. Some courses are now back to face to face delivery in classrooms but others will remain online</p>	<p>SSW - 413 students delivered to, 15 progressions into further education and 30 progression within the work place. We are in the process of Subcontractor procurement; we hope to take on 2 sub-contractors to support delivery. During COVID it was hard to access employers to provide training due to many reasons, revised priorities, furlough etc. Of note our Mental Health First Aid courses and Mental Health Awareness were the most popular as organisations strived to support their employees. Courses also went online during COVID which worked well and enabled flexibility - as we move out of COVID some of these will stay online others will move back to face to face.</p>	
Y/C	<p>LGF Oxfordshire Advanced Skills Phase 3 Pilot, UKAEA</p>	<p>An existing LGF skills centre due to complete in late 2021 that is aligned with the ERP objectives. The project will facilitate L4 qualifications concentrating on the skills needed to secure employment opportunities in robotics, power engineering and space science.</p>	<p>Skills centre complete by March 2022</p> <p>40 new learners assisted in courses leading to a full qualification by March 2025</p>	<p>Preparation works are underway</p>	

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Y/R	2	OC Community Employment Support Programme, Oxford City Council	This is a response/ recovery pilot measure aimed at providing community based advice and guidance on employment and training opportunities in the City. In line with the ERP, it aimed to support those affected by recent or ongoing unemployment in target areas of Oxford. It meets the re-skilling and place based measures.	-20 people helped to enrol on FE courses, access support services or gain employment -15 community navigators completed Introduction to providing information, advice and guidance courses -Level 2 and in-house employability services training being developed -Impact monitoring ongoing	-7 month pilot completed March 2021 -Project extended to Sept 2021 with existing funds -Seeking funding to deliver the programme again in autumn 2021 if needed (after furlough ends and business funding measures cease). Early post pilot project report produced
Y/C		OC Community Employment Plan Delivery, OxLEP	Re-skilling people themes under response and 'early wins', linking with place based measures	-TWO, OxLEP Oxford City Council has agreed a training, business and employment strategy for Oxford North -A separate employment plan will be developed for each phase of development -The Barton Park Community Employment Plan is being reviewed to produce a new strategy and plan for the second half of the development.	-Oxford North Strategy in place and first employment plan for Phase 1 development produced -Oxford North Monitoring to proceed as of Summer 2021
Y/C		GBF Green Construction Skills Centre Abingdon & Witney College	The Green Construction Skills Centre will provide a variety of training programmes including full time courses for 16 – 18-year olds (including T Levels), higher level programmes, apprenticeships, adult skills training programmes and short upskilling courses targeted at those already working in construction.	800sqm new learning/training floorspace in 2022 11.5 FTE jobs by March 2025 500 new learners assisted in courses leading to a full qualification - 10 by March 2022 - 65 by March 2023 - 160 by March 2024 - 330 by March 2025 - 500 by March 2026	Planning permission received June 21 Main building contract Heads of Terms signed June 21
N/R	3	Oxfordshire Social Contract - Careers Innovation Gateway (CIG) OxLEP	A transformative programme focused on driving social mobility and long-term career opportunities for young people across Oxfordshire including those in County's most deprived communities. This will really help to address the challenges facing many of the County's younger residents who have suffered hardship as a result of COVID-19. This will help residents to define and get access to opportunities at an early stage as they leave school.	Programme due to start in September 2022 – subject to funding being secured, in order to expand the current Careers Hub model to all secondary schools in network.	N/A
N/R		Oxfordshire Social Contract - T-Level Programme, OxLEP	Expansion of T-Level provision across the innovation ecosystem to offer a broader range of qualifications for young people covering Oxfordshire's key technology sectors. This will be particularly important in light of the LSG, meaning that training must be aligned with business needs to ensure those residents with increased access to training are able to gain employment opportunities from it	Programme ready to start – subject to funding being secured for Employers' Incentives and Travel Grants	N/A

RAG Status Key	Project is on track	Project has minor issues and/or delays	Project has significant issues and/or delays
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N/R		Oxfordshire Social Contract - OxLIFE OxLEP	A comprehensive skills programme to support Oxfordshire's workforce to rebuild their skills capability and connect with opportunities in the future economy being created across the innovation ecosystem to support people to have longer and more flexible careers as demand for skills change. This is particularly important in light of COVID-19 in which many industries have had to transform.	Programme ready to start – subject to funding being secured	N/A
N/R		Inclusive Economy Commission Oxford City Council, OxLEP	Whilst this commission has a broad, long-term focus on tackling social mobility and economic hardship, it will also help meet re-skilling objectives under the 'early wins' theme of the ERP. It should also be seen a source of longer term target proposals over the ERP Plan and beyond	Work is at the partnership and project inception and development phase where key output and outcome metrics will be developed by the partnership and working groups.	The Inclusive Economy partnership has been established. Key proposals include <ul style="list-style-type: none"> - Development of an Inclusive economy charter for organisations to sign-up to and monitor their impact against - Communication and engagement work-stream to understand resident aspirations and promote involvement - Inclusive Employer WG - Procurement and social value working group for anchor organisations - Place based initiatives WG Educational attainment working group
N/R	4	Improving labour supply within and across sectors OxLEP	Rebuilding skills and developing new competencies to access jobs being created in other sectors of the economy across Oxfordshire	Programme ready to start – subject to funding being secured	N/A
N/R		Tackling Social Mobility & Economic Hardship OxLEP	To help low Income families, vulnerable groups and the most deprived areas. Utilising SOFEA's expanding food larder network for those furthest from the workforce to be offered basic Digital IT Skills training from Oxford Learning Network and Activate Learning. Once trained, they will receive refurbished IT equipment from Oxfordshire Community Foundation.	Programme ready to start – subject to funding being secured	N/A

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Resilient: Businesses

Funded Y/N Cap / Rev	ERP Theme	Funding Stream Project Title Lead Partner	Recovery Impact / How is the project responding to ERP objectives	High level - Recovery milestones - Recovery outputs / outcomes	2021-2022 Progress report and achievements	RAG
Y/R	1	ERDF Innovation Support for Business, OxLEP	Supporting the Innovation community to Innovate, grow but where required move into an effective renewal phase following the COVID-19 pandemic and potential effects of Brexit. Through Go Create grants, one to one support and webinars.	Support SMEs to innovate, pivot, support the development of the innovation ecosystem and improve business access to research institutions. Continued achievement and completion of ERDF targets in line with agreed contract. Revisit Go Create grant offers where appropriate due to changing circumstances of businesses. This has been required in the majority of cases due to businesses pivoting, struggling supplies etc.	We have now completed 19 grant rounds and approved grants of £648,329 against total project costs of £1,734,997. To date through workshop delivery we have provided 2,475 hours of support to 471 businesses. A total of 77 workshops have been delivered to date and 831 hours of 1:1 support to 323 businesses.	
Y/R		ERDF eScalate OxLEP	Supporting Scale up, Growth and Social Enterprises to develop, grow but where required move into an effective renewal phase following the COVID-19 pandemic and potential effects of Brexit. Through a series of events, one to one support, webinars.	Build on and continue to raise awareness and strengthen the range of support available from Oxfordshire Business Support (Oxfordshire's Growth Hub). Successful delivery of ERDF programme – supporting Social Enterprise and Access to Finance. Revisit grant offers where appropriate due to changing circumstances of businesses. This has been required in the majority of cases due to businesses pivoting, struggling supplies etc.	Since the launch of eScalate we have completed 21 grant rounds. Round 21 closed on 16 th April. This was the final grant round for the eScalate programme as the grant funding has now completely fully committed. We have committed 53 grants totalling £638,930.26 against a total project value of £1,277,860.52. A total of 43 webinars have been run since April 2020 plus 6 peer networks. A total of 148 hours of 1:1 support has been delivered to businesses since the start of the programme. This programme has been flexed since March 2020 to ensure that Oxfordshire Businesses have been supported, irrelevant of their fit with eScalate. We continue to do so having intensified the support we offer, for example power hours and through a series of power hours which have just launched. Revisit grant offers where appropriate due to changing circumstances of businesses. This has been required in the majority of cases due to businesses pivoting, struggling supplies etc.	
Y/R		ESF Skills for Business OxLEP	Enabling people and businesses to access the training and skills they need.	Supporting SME's navigate the Skills landscape in order to upskill, train, employ new staff including Apprentices and offer placements via internships or T Levels. DWP decision on PCR to extend the programme for a further 12 months expected 19.7.21	68 Skills Needs Analysis (SNAs) completed 65 SME delivering against their Training and Development plan	

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Y/R	ERDF OxFutures Phase2 Low Carbon Hub	<p>In response to Covid-19 the project moved on-line but neither the LCH nor Oxford Brookes had to furlough staff. There was significant marketing activity to try to ensure applications for audits and grants remained high. Following government guidance during the first lockdown Oxford Brookes did not conduct energy audit site visits, but as restrictions lifted empty buildings were audited in person and virtual visits were undertaken, with a member of the business' staff showing our assessors what they needed to see virtually. After the easing of restrictions in the autumn of 2020 two businesses were able to complete large-scale OxFutures grant funded energy efficiency projects. One of these, the installation of the air handling system at Chipping Norton Theatre, had been delayed more than 9 months, some of which could be attributed to the pandemic. In-person socially distanced site visits resumed once the audit team were fully vaccinated in 2021.</p> <p>Existing SME innovation projects were significantly delayed by lockdown, furloughed staff and uncertainty. Several innovation businesses, such as Halliday Hydro, weren't able to fully launch their new products or services to the market and so have yet to fulfil their carbon saving potential. The poor economic climate, Brexit uncertainties and Covid have reduced the appetite to set up new low carbon businesses and existing businesses have access to considerable amounts of alternative government support, which has reduced the number of grant applications. This and a lack of energy efficiency grant applications led to our quarterly December 2020 GreenFund Board being cancelled. In no previous quarter since Sept 2019 has this happened. Businesses are still being impacted by the pandemic and completion of their energy efficiency and innovation projects is slow. Three examples are Restore (contractor delays), Cogges Heritage Trust (closure delays), and Windmill Conference Centre (furloughed staff).</p>	<p>High level - Recovery milestones Our audit pipeline is very healthy and we are on track to deliver the 45 additional audit target for 2020-23. There were 8 businesses who requested an audit in the nine months April-Dec 2020, compared to 16 in the first seven months of 2021. Four of these have been received in the last fortnight.</p> <p>High level - Recovery outputs / outcomes (April 2020- June 2021) Completed audit reports and 12 hours of support (C1 4b) - 14 Innovation 12 hours of support (C1 4f) - 1 Duffin Associates New start-ups (C5 4f) - 0 New products and services (C29 4f) - 2 Oxfordshire Community Land Trust and Duffin Associates Innovation Carbon Savings (C34 4f) - 276.7 tonnes from Hallidays, EV Carshop, Duffin Ass, Electrogenic Energy Audit Carbon Savings (C34 4b) - 210 tonnes</p>	<p>The project has been successful in minimising the impact of the pandemic and is on track with the majority of its targets (see attached Excel). Project spend by our SME businesses has been delayed, but extensions to their delivery timetable have been agreed to allow them more time to implement. We predict grant claims in Q3 2021 and Q4 2021 will be significant. The implementation of the Magdalen Road Studios project this coming autumn would not be feasible without OxLEP match funding (Business Investment Fund).</p>
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Y/C	LGF9 Centre for Applied Superconductivity University of Oxford	An existing LGF project that is aligned with the ERP objectives. The project is coordinating the interaction between key industry players, Oxford University, cryogenics companies, and end users on the large-scale innovation campuses.	Continued support for local superconducting industry Proposal submission to UKRI for future S/C projects	Completed 3 Master's projects largely remotely finished June 2021 Recruited 2 new D. Phil. students to start in person September 2021 Recruited 2 new Masters students to start in person September 2021 Secured additional beam time at Diamond (2 of 5 day sessions)
Y/C	LGF Earth Lab Earth Trust	An existing LGF project including two centres at the Earth Trust that are aligned with the ERP objectives in the following ways: People Theme -the project added to the creation of a skilled workforce in Oxfordshire better versed in sustainable development and the options and choices available throughout the design and build process -provides education and engagement facilitates with a focus on skills development for green recovery and access to secure jobs and that are more inclusive Business Theme -provides space to support start-up and growing rural businesses, contributing to clean growth -increased investment in the supply chain, championing the use of small subcontractors with innovative sustainable solutions -provides a range of spaces to encourage innovation through active demonstration of innovative material and design solutions Places & Connectivity -provides indoor and outdoor spaces that help Earth Trust drive visitors to its site	Our horizon-scanning work to assess the issues raised by the pandemic identified that demand for our mainstream education sessions would fall but interest in our Countryside Skills offer was likely to rise. This proved to be the case from May 2021 onwards and we were able to refocus resources to meet increased demand from SEN schools and groups. Earth Lab has increased our capacity and capability to deliver education and engagement focussed on in-demand industries such as Science, Technology, Engineering, Maths, Low carbon and Construction. Working practices have changed during the pandemic so our plans to fit-out Innovation Hub were postponed while we reassessed the potential use of Innovation Hub and how we best fit it out to ensure its commercial hub spaces catalyse innovation and boost local economic growth.	-We have welcomed 1200 children from 26 different schools to Earth Lab since May. -4 new volunteers have been recruited and are being trained to deliver talks about Earth Lab and its sustainable development story and we are planning to increase this number over the year. -5 new volunteers have been recruited to help with landscaping and planting around Earth Lab. -We welcomed 90 supporters to our first event in Earth Lab in July, showcasing the new building and its contribution to Earth Trust's mission to help address the climate, nature and health crises -Innovation Hub is ready for use and we are in the process of recruiting a Business Manager to oversee office and desk space rentals to rural businesses with a view to having people or businesses using the spaces from the Autumn.

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Y/C	2	<p>LGF Oxford Brookes Enterprise Hub, Oxford Brookes University</p> <p>An existing LGF Enterprise Hub due to complete in late 2021 that is aligned with the ERP objectives. The project will provide premises for spinout and early-stage companies, comprising laboratory, office and co-working space plus a multi-purpose enterprise space for events and training.</p> <p>Supports ERP objectives for catalysing innovation and business growth</p>	<p>Milestones: Facility opens January 2022, First start-ups supported and jobs created by end 2022</p> <p>Outputs / outcomes: 74 jobs created and 17 start-ups by March 2025</p>	<p>Asset under construction with handover scheduled for November 2021. Design fully specified.</p> <p>First enquiries received from start-ups / prospective tenants</p>
Y/R		<p>The UK Government made available several billion pounds in loan guarantees through the British Business Bank (BBB) to businesses of various sizes to help access finance and manage their company operations to mitigate the economic impact of the pandemic. These ranged from larger loans for small and medium sized firms of c250k to £50k for very small micro businesses; alongside this, specialised bridging loan and equity finance was made available for early stage technology and R&D based companies which were awaiting next stage finance from investors at the time of the onset of the pandemic and had seen finance removed at short notice. The most recent available data indicated c13000 businesses across Oxfordshire had accessed some form of support through these UK measures worth c£650m.</p> <p>The BBB will undertake a long term evaluation of the various support measures and will provide information in relation to Oxfordshire, once this is made available.</p>		
Y/R	<p>UKG Bounce Back Loan Scheme (BLS), British Business Bank</p>			
Y/R	<p>UKG Coronavirus Business Interruption Loan Schemes, British Business Bank</p>			
Y/R	<p>UKG Coronavirus Large Business Interruption Loan Scheme, British Business Bank</p>			
Y/R	<p>UKG Future Fund British Business Bank</p>			
Y/R		<p>Approximately £150m of UK government financial support has been passported through Oxfordshire’s five local district councils for relief and emergency response to help Oxfordshire businesses recovery from the economic impact of the pandemic. This has included direct grant awards to help with three national lockdowns which have prevented businesses from opening or have severely curtailed ability to trade over the past 18 months. Additionally, there has been targeted support for the most affected businesses to receive relief on business rate payments as well as specific funding to support the re-opening of local High Streets and Town Centres in a safe and COVID-19 compliant manner to encourage increased visitor activity across the county.</p>		
Y/R	<p>UKG Local Restrictions Support Grants, Oxon District Councils</p>			
Y/R	<p>UKG Lockdown one-off grants Oxon District Councils</p>			
Y/R	<p>UKG Additional Restrictions Grant, Oxon District Councils</p>			

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Y/R	UKG8 Rate Relief for businesses Oxon District Councils															
Y/C	GBF Business Investment Fund, OxLEP	<p>The Business Investment Fund (BIF) will allocate up to £2.1M in capital grants of £25k - £100k (at 50% match funding co-investment) to support scalable businesses across Oxfordshire. Part of the national Government's £900 million 'Getting Building Fund' designed to deliver jobs, skills and infrastructure across the country. Created to support Oxfordshire's innovative business community to move into an effective renewal phase following the COVID-19 pandemic and potential effects of Brexit.</p> <p>A co-investment grant fund to support scalable SME businesses to move from response into economic renewal phase by co-investing grants of up to £100k, with business match funding.</p>	<p>High level outputs:</p> <table border="1"> <tr> <td>Co investment</td> <td>£1,5m</td> <td>£2,245m</td> </tr> <tr> <td>Jobs created</td> <td>27</td> <td>220</td> </tr> <tr> <td>Jobs safeguarded</td> <td>225</td> <td>225</td> </tr> <tr> <td>Businesses supported</td> <td>45</td> <td>34</td> </tr> </table> <p>220 jobs created by March 2025</p> <p>230 jobs safeguarded by March 2025</p> <p>34 businesses assisted</p>	Co investment	£1,5m	£2,245m	Jobs created	27	220	Jobs safeguarded	225	225	Businesses supported	45	34	<p>BIF launched in March 2021. 108 EI were received and following due diligence 76 businesses were invited to submit a full application. Having undertaken further due diligence 52 applications were reviewed by an independent panel. 34 grants were awarded as a result of the panel review. All grant offer letters have been signed. A robust procurement process is now being undertaken by awardees. OxLEP is supporting 25 grant awardees through this process. Claims are expected in September and December. All applicants and awardees are being encouraged to use additional support being offered through the Growth Hub including Foundations for Growth, Peer Networks and NED days.</p>
Co investment	£1,5m	£2,245m														
Jobs created	27	220														
Jobs safeguarded	225	225														
Businesses supported	45	34														
Y/C	GBF The Energy Systems Accelerator Pilot, University of Oxford	<p>TESA, will be a multi-disciplinary, multi stakeholder space on Osney Mead that will underpin UK innovation in net zero carbon systems, ensuring the UK meets legal targets and achieves global leadership. As a small-scale interim, Holywell House at Osney Mead will be transformed into a co-working space for up to 100 workstations, it will include an ideas-exchange hub where different disciplines and organisations can develop radical thinking.</p>	<p>827sqm commercial floorspace in 2021</p> <p>102 jobs created by March 2026</p> <ul style="list-style-type: none"> - 2 by March 2022 - 12 by March 2023 - 32 by March 2024 - 62 by March 2025 - 102 by March 2026 	<p>The Mini TESA project has commenced. A project manager has been engaged, the contractor procurement process is in final sign-off, the risk register has been created and the project programme established. The project is on budget but current expectations are that completion may be delayed slightly until September 21. The project agreement has been signed and sealed and most of the project preconditions satisfied.</p>												

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Y/C		GBF Clinical BioManufacturing Hub University of Oxford	This project is an enabling project of a larger project which ultimately aims to expand the Clinical Bio-Manufacturing Hub. The Clinical BioManufacturing Facility (CBF) is a UK leader in producing vaccine products (including the UOXF ChAdOx1 vaccine against COVID-19) to early phase trials, rapidly and cost effectively.	28 jobs safeguarded by March 2022 5 new learners assisted in courses leading to a full qualification by March 2025	Internal refurbishment work has commenced. Second apprenticeship will commence Oct 2021.	
N/R	3	The Oxfordshire Internationalisation Plan OxLEP	An integrated programme with the Department for International Trade to expand the Oxfordshire's global brand and attract trade and investment opportunities that support business growth, job creation, recovery and renewal and adapt to post-EU transition	Programme ready to start – subject to funding being secured	N/A	
Y/C		LGF The Creative and Cultural Industries Hub Oxford City Council	This project is an 'early-win' under the 'resilient businesses' themes that aims to consolidate and expand the creative and cultural sectors through a physical hub for the sector providing workspace, networks, funding and support that meet early stage business needs.	16 to 27,000 sq. ft. of space potentially delivered supporting up to 230 jobs	City Council pursuing options on council owned sites. - Phase 1 George St Hub under construction (7,000 sq. ft.) - Options for a larger phase 2 sight being explored Option for phase 2 to be agreed in summer 2021.	
N/R		The Recovery and Investment of the Visitor Economy (THRIVE), OxLEP	A suite of deliverable projects to aid the economic recovery of the Visitor Economy. The four key areas of focus are supporting business recovery and survival; improving business competitiveness; strengthening the resilience and capacity of Oxfordshire's Destination Management Organisation (DMO); and providing leadership, support, and coordination to rebuild market share across international markets	Programme ready to start – subject to funding being secured	N/A	
N/R	4	Business Support Booster OxLEP	The target proposals will address personalised business support and activities for Oxfordshire businesses to adapt to economic challenges created by the pandemic and build back market share, innovate to create new products and services and support business productivity.	Programme ready to start – subject to funding being secured	N/A	
N/R		Supply Chain Matters OxLEP	An integrated programme to strengthen the performance of small businesses within the supply chain to become more resilient to economic shocks, develop investment plans for technology adoption and support the transition to net zero by greening processes, machinery and operations to reduce carbon and energy costs	Programme ready to start – subject to funding being secured	N/A	

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Reviving: Places

Funded Y/N Cap / Rev	ERP Theme	Funding Stream Project Title Lead Partner	Recovery Impact / How is the project responding to ERP objectives	High level - Recovery milestones - Recovery outputs / outcomes	2021-2022 Progress report and achievements	RAG
Y/C	1	LGF A40 Improvement Works OxLEP	An existing LGF transport project due to complete in late 2021 that is aligned with the ERP objectives. The project will improve connectivity in the north of the city which in turn is set to compliment the Oxford North development.	Improvements to the A40 between the A34 flyover and the Wolvercote roundabout complimented by the Oxford North development which will deliver <ul style="list-style-type: none"> - 90,000 sqm employment land - 480 new homes - 2,500 sqm local retail space - A hotel - Highway improvements - Cycle ways - Public open spaces 	A40 improvements <ul style="list-style-type: none"> - Works are progressing well and due to complete by the end of December 2021. Oxford North <ul style="list-style-type: none"> - Enabling civil and infrastructure works Reserved Matters Application approved by Oxford City Council - Hill Group appointed to commence £15 million infrastructure contract works w/c 23.08.21 - Skills & Employment Strategy approved by Oxford City Council - Canalside new homes: Hill Group appointed as residential partner to delivery phase 1 of new homes. Designs being progressed for Canalside's loop road, with a view to submitting in the future a Reserved Matters Application. Note: Public consultation on the emerging plans due to commence in September 2021 	
Y/C	1	LGF The Wood Centre for Innovation The Oxford Trust	An existing LGF project in 2 phases, phase 1 completed in early 2021 and phase 2 is due to complete in late 2021. The project will provide office space, R&D laboratories and technical workshop space.	Phase 1 of the funding is now fully drawn and the outputs (c. 4300 sqft of advanced laboratory space including allied facilities and CL2 spec) have been exceeded, with the first occupiers moved in. Phase 2 funding has been agreed and is currently at an early stage but on track. Being a project that only existed post pandemic, there have been no internal changes, however the project addresses a number of pandemic related issues, including providing much needed lab space to companies growing quickly in the enhanced funding environment for life sciences in Oxfordshire.	Project is on track. <ul style="list-style-type: none"> - 4300sqft of laboratory conversion completed on time and on budget. - 2 of 4 occupiers moved in, with remaining due to move in before end Aug. - Design and planning for phase 2 (a further 3000sqft) started in earnest, with consultants lined up and early discussions with potential occupiers started. - Phase 2 due diligence and HoTs complete and agreed, funding agreement in process. 	

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Y/R	2	OC New Delivery and collection Solutions (Delivery and freight hubs), Oxford City Council	Rebuilding connectivity outcomes	To follow	Currently scoping solutions alongside the ZEZ roll pilot and future roll-out	
Y/C	2	GBF Meanwhile in Oxfordshire Oxford City Council	Town Centre Renaissance ‘Reviving Places’ Measure to support businesses to locate in new Meanwhile spaces and vacant premises.	-10 leases agreed with landlords -60 buildings under discussions or negotiations -240 occupier applications received for space and support Expected targets are 300 jobs supported, 112 organisations supported into spaces and 20,800 sq. ft. of space identified for Meanwhile Use. 1935sqm commercial floorspace by March 2025 112 businesses assisted by March 2022 300 jobs created by March 2022	-Makespace consortium appointed to deliver the project -Project Working group Established -Project launched and identifying landlord and units, agreeing leases, commencing fit-outs and engaging with potential occupiers -Challenging timescales from the outset means this project remains at amber	
Y/C	2	OCC1: Repurposed Physical/Digital signage, Oxfordshire County Council / District Councils	Improve overall signage across Oxfordshire to improve communications between key centres, hubs and routes and improve visitor and customer experience including through increased use of immersive technologies and digitally interactive displays	Project at concept stage and subject to further review and development by local authority partners	N/A	
Y/C	2	GBF Rural Gigabit Voucher Programme Oxfordshire County Council	A digital connectivity improvement project that will provide 400-600 rural premises to be connected with full fibre broadband. This will help to protect local employment, support remote working/learning, and create employment opportunities in predominantly rural areas.	400 new super/ultrafast broadband connections by September 2022 30 jobs created by March 2025 70 jobs safeguarded by March 2025 50 new learners assisted in courses leading to a full qualification by March 2025	There are currently 19 schemes that have been approved by DCMS under the top-up scheme. No delivery to date as this takes approx. 6 to 9 months from scheme start to finish depending on supplier and a dispute over the terms of the scheme between BT plc and DCMS has halted all of their schemes since March 2021.	
Y/C	2	OC4 Visitor Coach Arrivals Oxford City Council	Connectivity outcomes and visitor economy investment,	Agreement of new drop off location/s Agreement of new layover locations Survey of visitor coach providers Communication of new solutions to stakeholders including the Confederation of Passenger Transport	An additional temporary stop off point is being drawn up and consulted on with key stakeholders as a trial step towards reducing the pressure on existing drop off points. Survey and comms work is prepared but requires the industry to be in a recovery phase.	

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N/C	4	Town Centres' Renewal, OxLEP & District Councils	A comprehensive package of measures aimed at boosting footfall and spend in city and town centres across Oxfordshire including improvements to public realm, support to return vacant property units back into use through extended 'meanwhile' uses and business start-up opportunities and better public experiences of spaces	Programme ready to start – subject to funding being secured	N/A
N/C	4	Visitor Economy Renaissance, OxLEP	A comprehensive package of measures to support the rebuilding of the Visitor Economy sector through an integrated promotions campaign, technology adoption programme to accelerate online products, services and customer engagement, use of new immersive technologies for the arts and creative sectors to reach new audiences and measures to support safe reopening of venues / attractions.	Programme ready to start – subject to funding being secured	N/A

RAG Status Key	Project is on track	Project has minor issues and/or delays	Project has significant issues and/or delays
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LGF – Local Growth Fund; ESF – European Social Fund; OC – Oxford City Council; GBF – Getting Building Fund; OCC – Oxfordshire County Council; UKG – UK Government; ERP Theme: 1 – Existing Activities; 2 – Response Measures; 3 – Early Wins; 4 – Target Proposals; Y/N – Funded or not; C/R – Capital / Revenue; Cells highlighted in YELLOW are project ready and are AWAITING funding investment to commence delivery.

Rebuilding: Connectivity

Y/C	1	CONN2 Engage further with 38 communities to use voucher funding for delivery of full fibre to cabinet 3500 premises by June 2022, Oxfordshire County Council	Facilitation role to help communities access Gigabit Voucher Funding to secure full fibre connectivity	Applications approved for c 1,800 premises and a pipeline of c 3,000 expected to deliver the connectivity by June '22	Administration delays at DCMS and new voucher T&Cs holding up Openreach agreeing terms are slowing progress	
Y/C	1	CONN3 Lead a procurement which will connect 200+ public sector buildings to full fibre by June 2023 Oxfordshire County Council	Direct OCC procurement of a contract to deliver full fibre to a range of public sector buildings and further incidental FTTP coverage in adjacent areas	Two bids received which fit affordability criteria. Evaluation underway and cabinet approval to be sought on 20 th July.	Project currently under further refinement	
Y/C	1	CONN4 Connect a further c 2000 business and residential premises with full fibre connectivity by June 2023 Oxfordshire County Council	Contracted delivery by BT and Airband	C 350 contracted premises now able to order FTTP	Broadly in line with delivery plan and will complete ahead of target June 2023 date	
Y/C	1	CONN5 Engage with commercial telecoms operators resulting in a commitment for 6,000 premises in Banbury to be connected to full fibre by 2024 Oxfordshire County Council	Openreach committed to build FTTP to the Banbury exchange area, now followed by a further 11 exchange areas in Oxfordshire totalling some 20,000 premises to be delivered with FTTP by 2024	Openreach delivery in Banbury has started	In line with forecast	
Y/C	1	CONN6 Finalise a procurement strategy to get all premises in Oxford connected to gigabit broadband by 2025, Oxfordshire County Council	Project paused pending further supplier commercial delivery announcements	N/A	Still predicting Oxford will have significant FTTP delivery completed by 2025	

RAG Status Key	Project is on track	Project has minor issues and/or delays	Project has significant issues and/or delays
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LGF – Local Growth Fund; ESF – European Social Fund; OC – Oxford City Council; GBF – Getting Building Fund; OCC – Oxfordshire County Council; UKG – UK Government; ERP Theme: 1 – Existing Activities; 2 – Response Measures; 3 – Early Wins; 4 – Target Proposals; Y/N – Funded or not; C/R – Capital / Revenue; Cells highlighted in YELLOW are project ready and are AWAITING funding investment to commence delivery.

Y/C	1	CONN7 Work with Government to finalise a procurement plan to connect c 90,000 premises with full fibre by 2025, Oxfordshire County Council	Planned collaboration with DCMS under Project Gigabit. Oxfordshire is in 2 nd phase.	Procurements (led by DCMS) expected to get underway during Q1 '22/'23	Slower start by DCMS than expected. Some concerns as to supplier interest, esp Openreach	
Y/C	1	CONN8 Work with the Mobile Network Operators to facilitate rollout of 5G in Oxfordshire, Oxfordshire County Council	Project to allow open access agreements with MNOs to build small cell 4G and 5G on street furniture	Anticipating up to 90 small cells in Oxford by 2023, with other towns to follow	N/A	
Y/C	1	TRAN 1 Connecting Oxford, Oxfordshire County Council	Supporting the continual development of alternative form of sustainable transport infrastructure.	Scheme is still in strategy development stage and no interventions directly delivered at this stage. Stage 0 Options Appraisal Stage 1 Feasibility Design Stage 2 Design and Procurement Stage 3 Construction/Delivery Stage 4 Close out.	Further transport modelling development.	
Y/C	1	TRAN2 Oxford City Zero Emission Zone Oxford City Council	Improving the air quality and environment.	Scheme is still in Strategy development stage and no interventions directly delivered at this stage. Stage 0 Options Appraisal Stage 1 Feasibility Design Stage 2 Design and Procurement Stage 3 Construction/Delivery Stage 4 Close out	Cabinet Member Decision Note approved by City and County Council agreed to progress pilot scheme in Oxford City Centre in late 2021.	
Y/C	1	TRAN3 E-Scooter Trial Oxford City Council	Supporting the continual development of alternative form of sustainable transport infrastructure.	<ul style="list-style-type: none"> - Voi to commence implementation (Headington) - Review of data/analysis (6-week review) with proposals being developed for roll out across Oxfordshire - Voi to commence phase 2 stage of rollout plan (eastern arc) 	<ul style="list-style-type: none"> - Service in the expanded area is due to start on Tuesday 29th June 2021 - 200 e-scooters will initially be made available across the widened 'phase 2' operating area (an increase of 80 units on the current fleet). This has capacity to be incrementally increased over the following weeks, dependent upon success of the scheme in the new area. 	
Y/C	1	TRAN4: Zero Emission Buses Regional Areas (ZEBRA) Scheme, Oxfordshire County Coun	OCC will be working with Oxfordshire's main bus operators (Oxford Bus Company and Stagecoach) to develop a business case for submission to DfT for funding for c.160 zero emission buses and associated infrastructure for bus services in the Oxford area.	<p>Sept 21 – Jan 22: Business case development (competitive process)</p> <p>February 22: DfT funding decision on successful bids</p> <p>March 22: Funding awarded (subject to successful submission)</p>	Following submission of an Expression of Interest, DfT have shortlisted Oxfordshire's bid to progress to business case development stage	

RAG Status Key	Project is on track	Project has minor issues and/or delays	Project has significant issues and/or delays
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Y/C	1	TRAN5 EV Infrastructure, Oxford City Council	Park & Charge County wide charging project along with EV Infrastructure strategy to enable wider investment in charging	Park & Charge opened its first site in Bicester In June. EV Infrastructure Strategy was adopted by County Council, West Oxfordshire, Cherwell, South and Vale District Councils	Park & charge is dealing with a change in project delivery partner this will delay but not stop the project. Changes by OFGEM have increased prices and ruling on VAT for EV Charging as also increased costs increasing pressure on viable business models
Y/C	1	TRAN6 Active Travel Tranche 2 Programme, Oxfordshire County Council		Key milestones: Stage 2 – Design and Procurement Stage 3 – Construction and delivery Stage 4 – Close out Key outputs/outcomes: - Implementation of Bicester and Witney schemes. - Roll-out of Cowley Low Traffic Neighbourhoods - Consultation on East Oxford Low Traffic Neighbourhood. - Consultation on Quickways and quietways proposals for Oxfordshire County Council. Next steps: - Delivery of remaining schemes for substantial implementation by March 2022.	Further details to follow

RAG Status Key	Project is on track	Project has minor issues and/or delays	Project has significant issues and/or delays
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LGF – Local Growth Fund; ESF – European Social Fund; OC – Oxford City Council; GBF – Getting Building Fund; OCC – Oxfordshire County Council; UKG – UK Government; ERP Theme: 1 – Existing Activities; 2 – Response Measures; 3 – Early Wins; 4 – Target Proposals; Y/N – Funded or not; C/R – Capital / Revenue; Cells highlighted in YELLOW are project ready and are AWAITING funding investment to commence delivery.

Y/C	1	TRAN7 'Community Activation' Oxfordshire County Council	Supporting the continual development of alternative form of sustainable transport infrastructure	<p>Key Benefits/milestones</p> <p>Active travel behaviour To increase levels of cycling and walking in Oxfordshire by promoting modal shift to active travel</p> <p>Inequalities To reduce inequalities in active travel (by geography and key demographics) - improving understanding of the local barriers to active travel and building local capacity to address them.</p> <p>Physical Activity impact The change in proportion of children who have walked/cycled at least once a week to get to school or other places Change in the total duration of physical activity per week on average</p> <p>Environmental outcomes Reduction in CO2 emissions across the network Changes in vehicle traffic volumes, travel mode (bike/walk/car)</p> <p>Recovery outputs</p> <ul style="list-style-type: none"> • Project 1: Community Cycling & Walking Activation – projects to be delivered : Cogges Farm Tea, Talk & Walk, Street Tag loyalty scheme, Wheels for All (Witney) Street Tag promotion at Bicester Market (Bicester). • Project 2: School Streets – Ebbes (Oxford) and St Nicholas (Abingdon) due to go live on 28 June • Project 3: Street Tag – evaluation report to be submitted • Project 4: Comms Campaign (2) – Creating and implementing plan for co-promotion of AT infrastructure and soft measures • Project 5: Wayfinding – RFQs for route markings and materials • Project 6: Kidlington Health Routes – surveys to be sent to schools and routes signed off 	Further details to follow
Y/C	1	TRAN8 Future Mobility Oxfordshire County Council	Set of projects supporting new Tech mobility – Primarily funded by Innovate UK and H2020 in collaboration with external partners	Projects are on target Endeavor CAV project moved onto Phase3, MultiCAV moving onto public services in Autumn – Drone project will also start initial trial flight September	Some concern from industry that focus on IUK funding at moment is primarily short-term projects under 12months, which is and can have impact on ability to attract and retain staff to support projects as lack of funding certainty.
Y/C	2	ADD1: Bus Renewal, Oxfordshire County Council	Project being taken forward with operators and the Oxfordshire Strategic Transport Forum as part of wider response to UK government's National Bus Strategy	Further details to follow	N/A



<u>Subject: Chief Executive's Report</u>	
Author: Nigel Tipple Tel: 0345 241 1196 Email: ChiefExec@oxfordshirelep.com	Board Meeting No.28 14th September 2021 Agenda Item no: 10
Oxfordshire Local Enterprise Partnership Ltd: OxLEP Ltd, HQ Building, Thomson Avenue, Harwell Campus, Didcot, Oxfordshire, OX11 0GD	

Summary

The report provides an update on operational activity supported by the team over the Q1 reporting period. The report is supported by the following annexes:

- Annex 1 – Communications Update
- Annex 2 – OxLEP Corporate Plan
- Annex 3 – Government/Government Departmental Updates

Recommendation

That the Board:

- **Notes the report, annexes 1-3 and activity supported to date**

1. Communications Update

Key Impacts

- A total of 16,195 followers across our collective social media platforms (LinkedIn and Twitter)
- On average, OxLEP-generated content made 37,500 impressions each month during June, July and August (this figure was 9,000 impressions during the same period in 2020)
- Our transition to a remote business, led through digital engagement events, continues to be successful – with 3,600 people registering for 128 sessions since 1 September 2020

Annual Report and Annual Event

At the time of writing this update, the 2020/21 annual report is being finalised – a live, draft version of the report is available to view [here](#). We welcome feedback from non-executive directors ahead of the final report being launched as part of this year's online annual event which takes place on 7 October at 8.30am (details [here](#)).

We would encourage all Board Members to sign-up to the annual event and socialise it to their respective network of contacts via LinkedIn (details for sharing [here](#)).

Update: COP26

In spring, 2 expressions of interest were issued to the COP26 presidency team, creating Oxfordshire-focused activity within the event's international 'Green Zone' to highlight our global strengths and

assets and how, collectively, Oxfordshire is leading the charge towards a zero carbon future. Disappointingly, in August the goalposts around COP26 presidency activity were moved by organisers without the ability to query the decision.

For our originally shortlisted projects, along with scores of other organisations, we were encouraged to explore opportunities available via regional 'Green Zone' activity coordinated by the Greater South East Energy Hub (GSEEH). Supported by a steering group representing private sector, local authorities, academia and spin-out companies operating in the sector, we have now issued our expression of interest to the GSEEH. The expression of interest will be built around a 'billion tonne drop' theme that will highlight, with the right investment, that Oxfordshire-based solutions alone can generate major reductions in carbon emissions that are internationally scalable.

Our activity will still position the Oxfordshire ecosystem at the heart of the COP26 agenda and as key global pioneers leading the charge to address climate change. In addition, we are working closely with local stakeholders to support Oxfordshire-specific activity aiming to inspire our business community to become more sustainable (*details to be confirmed soon*).

A comprehensive update on communications activity is set out in Annex 1.

2. Skills Team Update

Graduate Retention in Oxfordshire (long-term strategic priority of Skills Sub-Group)

Our labour market data shows that many students leave Oxfordshire 12 months after graduation. We are working in collaboration with the University of Oxford and Oxford Brookes to create a promotional video for Oxfordshire as a place to study and work for the 18+ age group. The final version is expected to be ready for both universities to show students during induction week.

Identifying Ethnic Minorities' Skills Needs

We are working in partnership with Oxfordshire County Council's data team to understand the skills, employment and enterprise of Oxfordshire's ethnic minority communities. The final report is due mid-October and results will be used to inform the refresh of our [Local Skills Report and Plan](#) (submission due early 2022).

Digital Poverty and Digital Literacy Pilot

We have brought together SOFEA, Oxfordshire Learning Network, Activate Learning and Oxfordshire Community Foundation to tackle the challenges of Digital Poverty and Digital Literacy. We will be running a pilot project in two of SOFEA's larger locations (Rosehill and Didcot) to support food larder clients in informal digital lessons – building confidence and subsequently offering individuals refurbished computer equipment, along with signposting to local accredited Level 3 digital courses.

LSIP Update

The Thames Valley Chamber of Commerce's 'Green Valley' Trailblazer bid was unsuccessful. The list of successful Employer Representative Body-led bids is [here](#).

Kickstarter

The Skills Hub application to DWP to appoint a Kickstart young person as an 'Event and Communications Assistant' was approved. DWP is recruiting for suitable candidates and we hope to have someone in post by mid-September to help with the administration of the 2022 Oxfordshire Apprenticeship Awards.

Skills for Business (S4B) Programme

The S4B Programme had received a short-term PCR extension from 31 March to 31 July 2021 and we were waiting on a decision from DWP on our application to extend delivery to 31 July 2022. Unfortunately, we did not receive the necessary assurances of ongoing DWP support beyond July 2021

and had to make a decision to close the programme. S4B leaves a fantastic legacy, having supported over 360 business from various sectors since it was launched in winter 2019. Despite the programme’s closure, we will ensure businesses that are yet to complete the programme receive the right level of support.

Careers and Enterprise Company (CEC) Partnership

The team has spent this quarter working on activities that our schools can use to support their careers provision – and through CEC funding planned for a Virtual Work Experience programme and collaborated with other LEPs across our region on planning a ‘Full STEAM Ahead’ curriculum event for Y7&8 students. One member of the CEC team has gone on maternity leave, returning in the New Year and we successfully recruited a new member of staff, Eleanor Gordon Martin who started on Monday 9 August.

Find Your Future	The team created a Results Day ‘dome’ on the Find Your Future platform to support students receiving their GCSE results in August with advice on careers, latest information from local colleges and wellbeing. We also partnered with BBC Radio Oxford’s Breakfast Show to promote Find Your Future from 16-20 August – talking about career options for 16-18-year-olds (<i>including Apprenticeships, T Levels, Higher Education and Traineeships</i>).
CEC Hub Incubation Project Funding	We are delighted that our funding proposal for the CEC’s new Hub Incubation Project Funding was successful: <i>Will teachers’ increased knowledge of the Oxfordshire local labour market and engagement with employers lead to improved outcomes for young people?</i> The project will be fully funded for 1yr and we will be looking to recruit 20 STEAM teachers (Maths, Engineering, Physics, Chemistry, Biology, Computing, Design Technology and Geography) from 6 schools; along with recruiting a part-time (0.6FTE) member of staff to run the project. <i>More to follow.</i>

Community Employment Plans (CEPs)

Construction is due to start at Oxford North through a £15m contract, generating many employment opportunities for local applicants. We were involved in the creation of the Skills and Employment Plan for the development and will be joining the Steering Group as the project progresses. This is one of many developments in plan across the county. Due to the scale of developments and our staff resource, the number of CEPs we can support in developing is limited. We are in discussions with LA Economic Development teams to explore opportunities of joint funding for a dedicated service to meet increasing need and help more long-term unemployed people into work.

3. OxLEP Business Team

Inward Investment/Internationalisation

- Government reported on 2020/21 Foreign Direct Investment (FDI) results for the UK and regions which can be found [here](#)
- The 2020/21 Inward Investment Annual Report results for Oxfordshire are being reviewed and will be circulated to Board under separate cover, on a confidential basis.
- We have published a new [Energy Proposition](#) to sit alongside existing sector propositions promoting international investment into Oxfordshire. The Energy proposition will be used to promote Oxfordshire’s strengths in our national net zero ambitions leading up to and after COP26.
- The Oxfordshire Fusion Energy High Potential Opportunity investment proposition is being finalised with DIT and will be published shortly, with launch webinars with our international investment and trade advisers across the world planned for late September. The recent announcement of [large investment from Canadian company General Fusion](#) into Oxfordshire (Culham) illustrates the scale of investment opportunity linked to the Fusion sector, supply chain

and enabling technologies in Oxfordshire. We are working on an international trade proposition to sit alongside this as a pilot with DIT.

Enterprise Zones (EZ)

- The EZ Sub Group met on 10 August where the latest forecast EZ business rates income and spend commitments were reviewed, alongside full year actuals to 2020/21. *More detail on these outturns and forecasts is contained in the S151 Full Year Financial Report*
- New MoUs and Funding Agreements are being developed for both Enterprise Zones and these will be brought to the Board for approval in due course.
- The EZ Officer team is monitoring performance against targets for new jobs and new floorspace - based on information from site owners and developers. After only the first quarter and with further completions and occupations expected in 2021/22, it is considered reasonable to assume that the current RAG rating for EZ jobs and completions should be green (on target):

	21/22 target	21/22 to date	RAG rating
Jobs			
EZ2	304	12	
EZ1	672	29	
Floorspace			
EZ2	34,375	0	
EZ1	5,613	0	

Oxfordshire Growth Hub

Our enhanced Growth Hub business support offer, funded through BEIS uplift funding, has continued into 2021/22 allowing us to further enhance our offer to Oxfordshire businesses, to include:

- Non-Exec Director (NED) for a Day (8hrs of focused support)
- Business Surgeries
- Piloting a formal mentor scheme for a select number of Growth Hub clients

This is in addition to continuing the enhanced support introduced from July 2020:

- Signposting businesses/individuals to our Online Business Support Tool (triage tool)
- Issuing bespoke personal business support plans to all Oxfordshire businesses that complete the triage tool
- Delivering 1:1 support through a team of 20 business advisors
- Start-Up Accelerator
- Foundation to Growth Programme
- Peer Networks
- Series of webinars

Summary of Growth Hub Support

Peer Networks	4 groups started and 70 out of 165 businesses signed up. 8 businesses signed up with turnover of £1m+
Triage and support plans	627

Programmes Underway	Start-Up Club, Foundations to Growth Programme, NED for a Day support and new mentoring scheme are all underway with a good level of business interest for groups in September
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We also continue to support Oxfordshire businesses through our 2 ERDF funded programmes – Innovation Support for Business (ISfB) and eScalate. To date, through these programmes we have delivered:

eScalate

- Grant Scheme - £637,553.90 (fully committed)
- 363 SMEs signed-up to programme
- 192 businesses received 1:1 support
- 50 online workshops delivered to 200+ businesses

ISfB

- Grant Scheme - £648,098 (approved grants)
- 506 SMEs signed-up to programme
- 328 businesses received 1:1 support
- 84 online workshops delivered to 489 businesses

Planned Growth Hub Activity (next 3-6months)

Developing a pipeline of new clients is proving to be a real challenge – an issue which is impacting a number of Growth Hubs. A particular area of concern is recruitment for the Peer Networks programme. A number of activities are underway to help develop this further pipeline.

eScalate

Project change request submitted to MHCLG which, if approved, would extend the project end date to September 2022 with financial close down by December 2022. This would mean both ERDF projects would be aligned with financial completion due by 31/12/2022. The decision is pending.

Social Enterprise

- 2-day bootcamp for start-up businesses
- Peer to peer support groups to continue, including Oxfordshire Women Leaders
- Continue with themed webinars: ‘social impact community’ for social events; ‘social impact knowledge’ for content delivery; and ‘social impact inspires’ with guest speakers.

Scale-Up

- Power Hour sessions continue with specialists on: Crowdfunding, HR and Talent, Social Media, International, Differentiation Strategy, Intellectual Property, Financial Planning and PR

ISfB

We plan to offer more tailored support which targets specific needs/problems – therefore we have undertaken further engagement with our clients to understand their interests. This has informed our innovation briefings/webinars:

- Finding Funds for Innovation
- Winning Innovation Funding

Our Innovation Advisor is delivering a mini-series of webinars on product design/commercialisation which will be offered as part of 6 events – focused mainly on case studies from local organisations.

In September, we plan on procuring an organisation (non-research) to manage a programme of small grant research collaborations to further help ISfB clients and help us achieve our most challenging project output.

Business Investment Fund (BIF)

BIF is a £2.1m capital grant fund to support businesses to accelerate investment into their operations to strengthen business performance; drive technology and innovation adoption; and increase sales and market share. BIF offers co-investment grants ranging from £25,000-£100,000

(with businesses required to cash match) for capital projects that deliver tangible outcomes aligned to driving economic recovery, growth and job creation. A full update is provided at Item 10 on this agenda.

4. Strategy

UK Innovation Strategy

BEIS published the [UK Innovation Strategy](#) (July 2021), defining innovation as ‘the creation and application of new knowledge to improve the world’. The strategy complements the [R&D Roadmap](#) and sets out plans that represent the Government’s vision for the UK as a global hub for innovation. The role of research in innovation is highlighted, focusing on how the Government will support private sector innovation by making the most of the UK’s research, development and innovation system. Shahid Omer, Deputy Director (BEIS) and Lead Civil Servant for the strategy is set to deliver a session to the Innovation Sub-Group on 8 September.

Notable points of direct relevance to the Oxfordshire ecosystem:

The vision to 2035 (divided into four pillars):

1. Unleashing business (focus on innovation)
 2. People (innovation and talent)
 3. Institutions and places (ensuring research institutions serve the needs of business)
 4. Missions and technologies (stimulating innovation to tackle major challenges)
- Oxford innovations are acknowledged (e.g. the vaccine, solar cells, Digital Pathology and AI imaging centres of excellence and their commercialisation)
 - OxfordPV and the expertise in Fusion are highlighted as part of energy and environment technologies
 - Harwell highlighted under Research Infrastructure
 - The National Quantum Computing Centre is mentioned as a key investment alongside business
 - There is talk of moving towards accepting more risk as part of successful innovation (overheads)

Connecting Global Digital Platform

Connecting Global is a digital platform promoting Oxfordshire as a major global hub for investors and innovators and is part of the portfolio of projects outlined in the Oxfordshire Investment Plan. We are working with partners across the innovation ecosystem to develop the platform, which will deliver a step change in how the Oxfordshire innovation eco-system, its assets, entrepreneurs and dynamic businesses are positioned nationally and internationally to investor audiences. Driven by compelling content and embedded with key messaging throughout, the platform will bring together in one place the Oxfordshire offer linking online, social media and digital activity.

The web component, branded ‘*Oxford Calling*’, has been in its technical phase of development since June and is currently on track for a January 2022 launch. Wireframing and initial designs are now complete. User testing sessions are planned during early September with partners, business leaders and entrepreneurs and will focus on reviewing and providing feedback on the design of the website and how the content will be presented. The sessions will explore how to ensure an optimal user experience for national and international target audiences is embedded in the design prior to the build phase of the website - commencing in late September.

Culture and Visitor Economy Sub-Group (CVESG)

The CVESG and its working groups have undertaken a range of activity, which has included:

- Continuing to support and advise an Oxfordshire partner’s plans for a multi-purpose large-scale conference facility.
- Hosting monthly Oxfordshire-wide Arts and Culture Network meetings.

- Updating the Arts and Culture Strategic Framework.
- Planning a May 2021 regional Createch-style event at Oxford Brookes University, building on our last successful Creative Industries Showcase in 2019.
- Submitting an Expression of Interest into Arts Council England’s Cultural Development Fund 2 on behalf of 14 organisations asking for a capital grant of £4.5m. Unfortunately we were not invited to full application stage, but this does give us a great pipeline of projects requiring funding across all districts.
- Bringing together 32 partners and securing an ARG grant to create ‘Inspirational Oxfordshire’ – a campaign being delivered by Experience Oxfordshire over August/September 2021 to drive footfall into our arts and cultural organisations.
- Continuing to champion the recovery needs of the Visitor Economy.

5. Chief Executive’s Team

There have been 2 key pieces of work in development – the Delivery Plan 2021/22 and the Coproate Plan, which will go out to March 2024.

The Delivery Plan is now complete and available to view [here](#). A significant amount of work has been undertaken to update our figures to ensure consistency and traceability. Full detail can be viewed in the Delivery Plan itself, but headline updates include:

- 65,000 growth in job density in Oxfordshire 2011-2019 (latest available ONS data)
- #1 concentration of science research facilities in Western Europe
- Helped secure £1bn of direct investment as part of overseeing a £3.1bn growth programme for Oxfordshire.

As part of our medium-term planning out to March 2024, we are currently in the process of producing a Corporate Plan. This will include a set of Key Performance Indicators that we can regularly report back to Board and in so doing demonstrate Corporate Performance and provide assurances related to the work we do. A draft outline of the proposed structure and content of the Corporate Plan is set out in Annex 2.

In addition, we have produced a summary of key Government/Government Departmental updates since the last Board meeting for Board’s interest, which are set out in Annex 3.

Summary of Key Communications Activity

This Annex sets out key communications activity – aside from the update on COP26, which is included in the main body of the CEO Update Report.

Project	Summary
<p>Energy Pathfinders 2050 (EP:50)</p>	<p>We have now entered the promotional period for the third of three categories: ‘energy efficiency and demand reduction’. A substantial promotional campaign will be activated shortly to generate further nominations from our business community.</p> <p>We announced category two winners in July 2021 championing ‘transport and infrastructure’ – showcasing Park and Charge Oxfordshire, Energy Superhub Oxford and Oxford Office Furniture (highly-commended). Further details can be found here.</p> <p>Tangible results to date include coverage on BBC South Today, Jack FM (x2), the Oxford Mail and the Oxford Times – as well as social media engagement reaching at least 16,000 social media users.</p> <p>We want to ensure that the capabilities and potential that exists via EP:50 case studies receives the recognition that it deserves – including exposure via the Oxfordshire Greentech Conference (scheduled for November 2021), COP26 activity and potential future ministerial visits to the county.</p>
<p>Launch of the ‘Pathways to a Zero Carbon Oxfordshire’ Report</p>	<p>Working alongside key sustainability-led organisations in the county, we launched the ‘Pathways to a Zero Carbon Oxfordshire’ report on 29 June 2021. The supporting online event can be viewed again here. The event attracted around 280 attendees, with a further 100 businesses watching the event within 7 days via our YouTube channel.</p>
<p>Oxfordshire Plan 2050</p>	<p>As part of its overall consultation period, we created and led an engagement event for Oxfordshire businesses promoting Oxfordshire Plan 2050 and the importance of businesses taking part in the consultation (which ends on 8 October 2021). The event can be viewed again here. The event attracted around 85 online attendees with a further 40 businesses watching the event within 7 days via our YouTube channel. A further business engagement is scheduled for the final week in September.</p>
<p>Capital Projects</p>	<p>We continue to work with partners from across Government departments, the Oxfordshire business community and other key stakeholders to highlight the investment secured by OxLEP for the county, as well as leveraged investment and wider opportunities brought about by our capital programmes. Announcements include:</p> <ul style="list-style-type: none"> • Completion of The Earth Trust Gateway Programme, phase one (details here)

Annex 1 – Communications Update

	<ul style="list-style-type: none"> • Official opening of the class II laboratory space at the Wood Centre for Innovation (details here) • Awarding of £2.15m Business Investment Fund to 34 Oxfordshire businesses (details here) • Confirmation of The Energy Systems Accelerator (TESA project funding) (details here)
<p>Reaching new business audiences</p>	<p>We launched a new series of webinars in April aimed specifically at attracting new businesses to OxLEP and our business support programmes. The latest ‘New to OxLEP Business’ event took place on 14 July, aimed at attracting businesses looking to scale-up their operations. The event can be viewed again here. The next ‘New to OxLEP Business’ event is scheduled for mid-to-late October.</p> <p>In addition, we have created a number of detailed digital business engagement campaigns, specifically driven by LinkedIn and Google Ads demographic information, which is helping us to directly reach more businesses in the county, promoting our business support tool and Peer Networks programme. Data from these campaigns will be published at our December Board meeting.</p>
<p>Promoting opportunities for young people</p>	<p>Working with our Skills Team, during 2021 exam results week the Communications team secured a daily, week-long feature on BBC Radio Oxford’s breakfast programme – highlighting the apprenticeship and training opportunities available to young people in Oxfordshire. Interviews ran from 12 August to 20 August and can be listened to again here.</p>

FOREWORD

To be included nearer completion of the draft plan.

NATIONAL LANDSCAPE

Set out context at the national level. To include: general landscape (Plan for Growth, post-COVID, post-Brexit – including COVID/Brexit recovery), uncertainties (LEP Review/future funding), Levelling Up White Paper, DMO Review Outcome,

REGIONAL LANDSCAPE

Set out examples where Government has worked with regional geographies to address strategic economic issues. This will include reference to involvement in the Ox-Cam Arc (changing landscape, Growth Body, emerging collaborative structures working with Growth Boards).

ABOUT OXLEP (LOCAL LANDSCAPE)

Our role is to champion Oxfordshire’s economic potential, acting as a catalyst and convener to drive a dynamic, sustainable and growing economy.

Formally launched in March 2011 by then Business Minister, Mark Prisk MP, with the responsibility of championing and developing the Oxfordshire economy.

Include organogram/governance and reporting structure.

CORPORATE VISION, MISSION & VALUES

Our Vision for Oxfordshire: *A vibrant, sustainable, inclusive, world-leading economy – driven by innovation, enterprise and research excellence*

Our Mission: *The purpose of Oxfordshire Local Enterprise Partnership is to inspire and support business, to secure investment and drive opportunities for economic prosperity across our communities*

Our Values:

- **Trustworthy and accountable** in our processes, decisions and actions
- **Outward looking** in that we are open to ideas and collaborative in the way we work
- **Focused and targeted** in the delivery of our ambitions
- **Mindful** of our individual, team and social responsibilities

OUR TEAMS

Set out each of the teams and outline key roles/responsibilities of each.

- Business Support
 - Skills Hub

<ul style="list-style-type: none"> ○ Internationalisation & Investment ○ Growth Hub ● Strategy, Policy & Programmes ● Communications ● Corporate Services
KEY ACHIEVEMENTS
<p>We have made considerable progress in strengthening the county’s economy by establishing robust and effective relationships between businesses, academia and the public sector – playing a key role in driving forward a dynamic, growing and sustainable economy for Oxfordshire.</p> <p>Highlight achievements include:</p> <ul style="list-style-type: none"> ● Together with our partners, we have secured around £1bn of direct investment for the Oxfordshire economy as part of overseeing a growth programme worth around £3.1bn to the county. ● We have supported a growth of 65,000 in job density in Oxfordshire between 2011-19 (<i>latest available ONS data 2019</i>). ● We secured £142.6 for Oxfordshire through the Local Growth Fund 1, 2 and 3; £55.6m through the City Deal Fund; £9m via the Growing Places Fund; and £8.4m through the Getting Building Fund. The investment continues to be positively felt across many businesses and communities.
KEY CHALLENGES AND OPPORTUNITIES
<p>Set out key challenges and opportunities Local challenges to include:</p> <ul style="list-style-type: none"> ● Inclusive, resilient economy (affordability challenges/economic inclusivity, skills and labour market, ageing population, general population/workforce composition, resilient communities (inc. health)) ● Challenges set out in our ERP and challenges/opportunities presented by Pathways to Zero Carbon Oxfordshire <p>Opportunities to respond to challenges through Government policy:</p> <ul style="list-style-type: none"> ● Plan for Growth <ul style="list-style-type: none"> ○ Three pillars (infrastructure, skills, innovation) ○ Three priority objectives (levelling up, net zero, Global Britain)
FINANCIAL OVERVIEW
Operational funding and planned expenditure to March 2024.
OUR PRIORITIES (<i>aligned to the ERP</i>)
<ul style="list-style-type: none"> ● Reskilling People: relating to the jobs, skills and mental/physical health of Oxfordshire’s residents ● Resilient Businesses: across the spectrum of our firms’ sizes and their sectoral specialisms

- **Reviving Places:** reviving and reimagining Oxfordshire’s city, towns, villages and rural areas
- **Rebuilding Connectivity:** ensuring we have the infrastructure to link our people, places and assets, both digitally and physically

STRATEGIC OBJECTIVES

Supporting our LIS and ERP priorities.

Reskilling People

- Skills infrastructure and facilities from Level 3 up, in growth industries
- workplace based flexible training
- Community focused information, advice and guidance for people who have lost jobs
- Creating employment opportunities linking people to new developments
- Oxfordshire Social Contract – T-Level provision, social mobility, in-work skills development
- Inclusive Economy Commission
- Tackling social mobility and economic hardship
- Improving labour supply within and across sectors

Resilient Businesses

- Growth Hub delivered core business support
- LGF funded R&D facility infrastructure
- National level cashflow support initiatives – largely non-discretionary
- GBF and private sector funded R&D facility development
- Internationalisation Plan
- Creative and Cultural Industries Hub
- Visitor Economy investment
- Integrated Enhanced Growth Hub
- ‘Supply chain matters’

Reviving Places

- Place and Connectivity infrastructure projects
- Spaces for innovative businesses to grow
- Digital connectivity improvements
- Redesigned transport logistics for Oxford City
- Town Centre Renaissance – Meanwhile Spaces
- Five Large infrastructure projects
- Rail service and road congestion improvements
- New active travel routes
- Reimagined town centres which are attractive, connected and inclusive
- The recovery and investment of the Visitor Economy

Rebuilding Connectivity

- Sustainable, efficient and healthy transport and digital infrastructure

HOW WILL WE GET THERE?

Populate with information on the projects/actions underway or planned to support achievement of strategic objectives (aligned to the ERP).

MEASURING PROGRESS (Operational KPIs)

Our approach to supporting implementation of the ERP, LIS and other strategies focuses on Leadership, Delivery, Brokerage and Facilitation. Our KPIs reflect corporate performance where we have been delivering specific support in order to achieve specific outcomes and outputs.

- Number of schools/colleges engaged in careers
- Gatsby Benchmarks achieved by the CEC Careers Hub
- Businesses and business volunteers engaged directly with schools/colleges careers programme
- Engaging HE, FE and Independent Providers on the local labour market and skills
- New learners assisted (in courses leading to full qualification) vs grant allocated to skills related projects
- Jobs created (direct and supported) and safeguarded (*aggregated figure of Capital Programmes, Internationalisation & Investment (year-end only), Growth Hub/Skills if appropriate*)
- Businesses supported (*aggregated figure of Growth Hub, Skills, Internationalisation & Investment, events and awards, attending online events/webinars – need to define tolerance levels for what is deemed ‘support’*)
- Hours of support provided to SMEs
- Businesses triaged through online business support tool
- Referrals to other programmes including ERDF and Skills
- Number of FDI projects
- Value of FDI projects (investment into Oxfordshire in £s) *year-end only*
- Government grant and delivery partner funding secured vs spend to date
- Enabled funding vs grant (actual and forecast)
- Growth of collective social media audiences
- Pieces of media coverage generated (local, regional, trade and national) highlighting the work of OxLEP
- Number of online events or webinars delivered
- Meeting requirements set by CLGU through annual review process covering governance, strategy and delivery (corporate compliance KPI)
- Businesses worked with (different to support) – needs more thought

CEO Update Report – Annex 3: Government and Government Departmental Updates

Subject	Date	Type	Summary
Life Sciences Vision	6 July 2021	Policy Paper	<p>Policy Paper setting out the Government and Life Sciences Sector’s 10-year plan to create a thriving sector and tackle the major causes of death and disease, building on pandemic response to deliver life-changing innovations to patients.</p> <p>Gov.uk press release here British Patient Capital press release here</p>
Plan for Digital Regulation	6 July 2021	Policy Paper	<p>New plan setting out the Government’s approach for governing digital technologies in order to drive economic growth and innovation.</p> <p>Gov.uk press release here</p>
Life Sciences Investment Programme	7 July 2021	Fund	<p>Through the Life Sciences Investment Programme, British Patient Capital has been allocated an additional £200m to make cornerstone commitments to later stage venture growth funds which are focused upon the UK’s Life Sciences sector.</p>
Business Finance in the South East	14 July 2021	Research	<p>The British Business Bank and Ipsos MORI undertook a research programme with local players in the business finance ecosystem to explore provision, business demand and attitudes to access to finance, assessing the strengths of regional ecosystems, and separately asking about SME attitudes to Net Zero.</p> <p>South East additional detail here</p>
Transport Decarbonisation Plan	14 July 2021	Guidance	<p>Plan setting out Government ‘greenprint’ - commitments and actions needed to decarbonise the entire UK transport system.</p> <p>Gov.uk news story here</p>
BEIS Outcome Delivery Plan 2021/22	15 July 2021	Corporate Report	<p>BEIS published its outcome delivery plan setting out priority outcomes and strategic enablers and how these will be achieved. Priority outcomes are:</p> <ol style="list-style-type: none"> 1. Fight Coronavirus 2. Tackle climate change 3. Unleash innovation 4. Back long-term growth <p>Strategic enablers are:</p> <ul style="list-style-type: none"> • Workforce, skills and location

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			<ul style="list-style-type: none"> • Innovation, technology and data • Delivery, evaluation and collaboration • sustainability
DIT Outcome Delivery Plan 2021/22	15 July 2021	Corporate Report	<p>DIT published its outcome delivery plan setting out priority outcomes and strategic enablers and how these will be achieved. Priority outcomes are:</p> <ol style="list-style-type: none"> 1. Secure world-class free trade agreements and reduce market access barriers, ensuring that consumers and businesses can benefit from both 2. Deliver economic growth to all the nations and regions of the UK through attracting and retaining inward investment 3. Support UK businesses to take full advantage of trade opportunities, including those arising from delivering FTAs, facilitating UK exports 4. Champion the rules-based international trading system and operate the UK's new trading system, including protecting UK businesses from unfair trade practices <p>Strategic enablers are the same as the BEIS outcome delivery plan (above).</p>
Build Back Better High Streets	15 July 2021	Policy Paper	<p>MHCLG launched this strategy setting out the Government's long-term plan to support the evolution of high streets into thriving places to work, visit and live.</p> <p>Gov.uk press release here</p>
Hospitality Strategy	16 July 2021	Policy Paper	<p>BEIS launched the first ever hospitality strategy to support the reopening, recovery and resilience of England's pubs, restaurants, cafes and nightclubs.</p> <p>Gov.uk press release here</p>
Future Fund: Breakthrough	20 July 2021	Fund	<p>HM Treasury launched a new £375m scheme to drive investment in the UK's most high growth, innovative and R&D intensive firms in a move to super charge the UK's post-pandemic economy. It is open for applications on a rolling basis to R&D intensive companies with well-established UK operations. <i>This is separate from the Government's Future Fund (which is now closed to new applications).</i></p>
Ox-Cam Arc Spatial Framework Consultation	20 July 2021	Open Consultation	<p>Digital consultation on the vision for the Spatial Framework.</p>

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Green Trade	21 July 2021	Policy Paper	<p>New Board of Trade report on Green Trade outlines the role free trade and free market can play in accelerating the global transition to a low carbon economy.</p> <p>Gov.uk press release here</p>
UK Export Finance and Clean Growth	21 July 2021	Guidance	<p>Sets out how UK Export Finance is supporting the global transition to a low-carbon economy and responding to the evolving needs of UK companies.</p>
R&D People and Culture Strategy	22 July 2021	Policy Paper	<p>BEIS launched a strategy setting out the Government’s ambition to build the research and innovation workforce the UK needs, working in a positive and inclusive culture.</p> <p>Gov.uk press release here</p>
Innovation Strategy	22 July 2021	Policy Paper	<p>BEIS and UKRI launched the UK Innovation Strategy, setting out plans to cement the UK’s position as a world-leader in science, research and innovation.</p> <p>There is some Oxfordshire inclusion with OxfordPV and our fusion expertise being highlighted in an energy and environment technologies section on page 92. Harwell is also highlighted under Research Infrastructure and the National Quantum Computing Centre gets mentioned as a key investment alongside business.</p> <p>Gov.uk press release here</p>
Hydrogen Strategy	17 August 2021	Policy Paper	<p>BEIS launched the UK’s first ever Hydrogen Strategy, setting out the approach to developing a thriving low carbon hydrogen sector in the UK to meet the ambition for 5GW of low carbon hydrogen production capacity by 2030.</p> <p>Gov.uk press release here</p>
Designing the Net Zero Hydrogen Fund	17 August 2021	Open Consultation	<p>Seeking views on the design of the Net Zero Hydrogen Fund to maximise its benefits, while ensuring value for money. Closes on 25 October 2021.</p>
Designing a UK Low Carbon Hydrogen Standard	17 August 2021	Open Consultation	<p>Seeking views on design options for a UK standard that defines ‘low carbon’ hydrogen, to underpin support for hydrogen production. Closes on 25 October 2021.</p>
£91m funding for low carbon auto tech	18 August 2021	Press Release	<p>£91.7m funding announced for green auto tech, including a car battery with a similar driving range to internal combustion engines and which can charge in as</p>

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			little as 12mins. This funding will help develop technology needed to increase performance and take-up of electric vehicles and build back greener.
Together for Our Planet SME Hub	August 2021	Update	<p>To raise awareness of the actions small businesses can take to reduce their emissions, the Together for Our Planet campaign is asking SMEs to make the new UK Business Climate Hub their first port of call on their journey to net zero.</p> <p>There is specific guidance for the manufacturing, retail and tech sectors to support them to commit to achieving net zero ahead of COP26 in Glasgow in November 2021. The Together for Our Planet digital toolkit has been updated with assets to help promote the new content.</p>